

ANNEXES

I. Evaluation Terms of Reference

Terms of Reference

Evaluation of the USAID/Agriculture and Natural Resources Management Program “Wula Nafaa”

Purpose of the evaluation

The purpose of this evaluation is to assess the impact of the USAID/Senegal Agriculture and Natural Resource Management (Ag/NRM) Program and to draw lessons learned from its first four years of implementation. The information gathered by this evaluation will be used by both USAID/Senegal and the Government of Senegal to plan for future programming including a possible continuation of the project’s activities. More specifically, this evaluation seeks to assess the project impact in terms of:

- Improving natural resource management and biodiversity;
- Increasing revenues of enterprises and local governments; and
- Improving decentralized governance of natural resources.

Background

USAID/Senegal has a long history of supporting the environmental and natural resource sectors. In late 1999, USAID commissioned a retrospective analysis of agricultural and natural resource management programs in Senegal to identify issues and lessons learned. This study drew from numerous previous agriculture and natural resource analyses, and was based on extensive consultations with local partners and field observations. As a result of the study, USAID/Senegal's developed a new program to address natural resource management and related agricultural (Ag/NRM) issues. This Ag/NRM program was designed to contribute to two strategic objectives under USAID/Senegal’s 1998-2006 plan: SO1, *Sustainable increases in private sector income generating activities in selected sectors*; and SO2, *Improved local delivery of services and sustainable use of resources in targeted areas*. The program addressed one intermediate result under each of the strategic objectives:

- Increased Commercialization of Non-Traditional Agricultural (NTA) and Natural Products: Activities to achieve this result included efforts to expand and make profitable new and existing enterprises based on sustainable NTA production and improved NRM, among other things, to increase revenues for small enterprises and rural producers. In addition, support was provided to make the policy environment more conducive to the expansion of market access and increased profitability for local enterprises and associations.
- More effective implementation of policies and regulations related to Decentralization: Activities to achieve this result included efforts to promote the transfer of legal rights, management authorities and relevant capacities to local authorities that would lead to better, sustainable and decentralized community management of natural resources.

The reduction of policy and regulatory barriers was deemed critical to make this transfer more effective.

In addition, the Ag/NRM program is currently the only project under the Ministry of Environment that addresses that ministry's strategic objective to reduce poverty reduction and improve standards of living. The Ministry is thus keenly interested in seeing how the Ag/NRM program is helping them achieve this objective.

The Ag/NRM program was designed by USAID/Senegal to help the Government of Senegal (GOS) in its efforts to improve natural resource management and raise incomes in rural areas. It was intended to increase the sustainable, profitable, decentralized use and management of the agriculture and natural resources base. In plain terms, the desired impact of the program, the change that foreseen at the beginning of the program, was the sustained use, conservation and management of natural and agricultural resources by local populations and an increase of businesses based on sustainable resource use. The key hypothesis underlying this activity was that if interested communities can effectively exercise their rights to natural resources, and if there was an increase in community benefits from those resources at local levels closest to those who actually use them, then there would be more sustainable, local management and use of natural resources.

In January 2003, USAID/Senegal awarded a five-year contract (685-C-00-03-00008-00) to International Resources Group (IRG) to provide long- and short-term technical assistance and other services designed to support the achievement of the Ag/NRM program objective and results. IRG's key partners include sub-contractors (Cooperative League of USA, Winrock International, and Earth Resources Observation Satellite Data Center); private sector organizations (Baobab Fruit Company, Maria Distribution, Gaia Enterprise, Setexpharm, among others); non governmental organizations (Orange Bleue and local associations); local governments (represented by their rural and regional councils, or regional development agencies); community based organizations; village development committees; economic interest groups; groups for the promotion of women; and GOS Forestry Department, and other technical structures.

The Ag/NRM program is implemented by IRG in the Tambacounda, Kolda and Ziguinchor regions based on the following four components:

1- Economic Benefits Component:

This purpose of component is to increase revenues through the commercialization of natural and non-traditional agricultural products in a sustainable manner. The component promotes increased business skills, which will allow entrepreneurs and business-oriented community groups to take full advantage of opportunities in these sectors. It also promotes increased benefits, and profits, through improved land management, whether on natural forest or agricultural land. Activities under this component aim to (a) foster demand for products, (b) sustain supply of products, and (c) ensure sound and profitable management of natural habitat.

2- Rights and Responsibilities Component:

This component is designed to increase sustainable, community-based management of natural resources. Decentralized natural resource management is a big step towards placing management responsibilities for resources closer to the people who are actually using the resources. Even though communities may have certain rights and responsibilities devolved to them, they may lack the capacity or awareness to carry out their new roles. Devolved rights and responsibilities currently are those sectors that have been decentralized, including environment and natural resources. Rights and responsibilities can and should be further devolved to a lower level of community than the “rural community” and strengthened through other legal instruments. In this context, activities include those that empower the rural communities to profitably manage their resources in a sound manner through protection of natural resources, planning of land use, and participatory management of forests..

3- Policy Component:

Improving NRM at the community level will help guide the initiatives that inform national policy. The purpose of this component is to supplement the other program components by reducing/removing field level constraints and other bottlenecks that may undermine overall progress. The policy component is intended to increase popular dialogue on experiences, problems and tactics for improved decentralized management of natural resources.

Information sources

USAID/Senegal will ensure that key documents are available to the team prior to the field work. Existing sources of performance information include *inter alia*:

- 1 Statement of Work and the implementing partners’ annual work plans, annual and quarterly reports;
- 2 Performance Monitoring Plan prepared by USAID, IRG, sub-contractors, and other partners;
- 3 Forest management plans, market surveys, local conventions and local codes produced by the program;
- 4 Technical reports produced with assistance from the implementing partner; and
- 5 Monitoring and reporting forms used by the program to track results.

Methodology of the assignment

The team conducting this evaluation shall review all the relevant documents pertaining to the Ag/NRM program. The team will also travel to intervention regions, meet and interview representatives from the stakeholders including USAID, International Resources Group, Forestry Service, Ministry of Environment and Nature Protection, Ministry in Charge of Decentralization, local administrative authorities in targeted localities, regional and departmental forest inspectors, and members of local communities, businesses, and civil society.

The evaluation team can propose its own methodology but it is expected that the evaluation will be implemented mostly through document review, direct observation and rapid appraisals that may include key informant interviews and/or customer focus group meetings. USAID/Senegal encourages a participatory method of evaluation and expects gender to be considered in its analysis. The evaluation will be jointly managed and reviewed by USAID/Senegal and the Ministry of Environment and Nature Protection.

Questions and Issues to be investigated

The main objective of the evaluation will be to validate the hypothesis that if interested communities can effectively exercise their rights to natural resources, and if there was an increase in community benefits from those resources at local levels closest to those who actually use them, then there would be more sustainable, local management and use of natural resources. This approach is more commonly known as “Nature, Wealth and Power” where each of the three components creates a synergy and impetus for growth among the others. This evaluation is intended to assess the validity of this hypothesis and gauge the project impact in terms of:

- Improving natural resource management and biodiversity;
- Increasing revenues of enterprises and local governments; and
- Improving decentralized governance of natural resources.

The evaluation will provide general and specific recommendations on how to improve and achieve these three objectives on an increasingly larger scale. USAID/Senegal is interested in using this evaluation to address some general questions:

1. Does the Nature, Wealth and Power approach work in Senegal? If so, why?
2. Are all three necessary for economic growth in the Senegal context?
3. How can the Nature, Wealth and Power approach be sustained in the long term?
4. How can the Ministry of Environment achieve the shared results on a wider scale?

Some specific questions (among others) that are of interest to this evaluation are:

Improving natural resource management and biodiversity:

- How effective is the control and oversight of local collectives (“Communautés rurales”) on forest use, including both forest reserves and community forests?
- Are there any physical or socio-economic impacts brought about by the project in terms of resource harvesting methods (i.e., gum and baobab)?
- What are the effects of local conventions and management plans (where they exist) on forest and biodiversity conservation?
- How do current policies on natural resource management and biodiversity, including the local institutional framework, affect the Ag/NRM program’s impact in the short and long run? What needs to be changed to insure sustainability, or a scaling up of activities?

Increasing revenues of enterprises and local governments:

- What has been the overall economic impact of the Ag/NRM program?

- What is the projected rate of return on the program's investments in the chosen market chains and how does this compare to other programs?
- What has been the impact on poverty reduction?
- What are the costs and barriers to expanding the economic benefit component on an increasingly larger scale? Is the current approach (in terms of staffing and technical methodology) sufficient to insure the most rapid growth possible for the targeted products?
- To what extent does the local population benefit from the revenues generated by forests?
- What has been the economic impact of the Ag/NRM program on villager's living conditions? Does the program impact differently the village population segments, including women, youth, and adults?

Improving decentralized governance of natural resources

- To what extent has the Ag/NRM program built capacity of targeted local institutions including local governments, village development committees, commodity-based committees, and producer federations?
- Is there evidence that local governments have actively taken on management responsibility for local forests and resources?
- Have community members achieved an appreciation of the concept of community ownership of the sustainable management of their natural resources?
- How can the Ag/NRM program assist in increasing the speed in which forest management plans are developed and implemented – even in forests not targeted by the program?
- To what extent is local government revenue being increased through local conventions and forest management plans and how can the Ag/NRM program assist local governments in the management of these funds?

Deliverables

The evaluation team shall provide USAID with:

- 1 a brief work plan within five days of the Evaluation Team Leader arrival in-country that includes details of the methodology to be used;
- 2 a draft evaluation report within one week after the departure of the Evaluation Team Leader.
- 3 A final evaluation report that includes comments and observations by USAID and the GOS.

II. List of Documents Reviewed

Wula Nafaa Annual Reports, Quarterly Reports and Workplans

USAID/Senegal Operational Plan FY2006

RAPPORT D'ETUDE SUR LES LOIS ET PRATIQUES D'EXPLOITATION DU VENE, DE LA GOMME MBEPP ET DU PAIN DE SINGE ET PERSPECTIVES A UNE GESTION DURABLE DE CES RESSOURCES

Consultant: Emilien Du

FILIERES INTERESSANTES POUR WULA NAFAA

Wula Nafaa

PERSPECTIVES DE LA CHASSE AMODIEE AU SENEGAL

Consultant: Papa Alassane Diop

RAPPORT SUR L'EVALUATION DES ZONES AMODIEES

Consultants: Wendy Wilson Fall, Clark Lundgren and Mike McGahuey

SYSTEME DE SUIVI, EVALUATION, RESTITUTION ET ANALYSE :

Manuel de Suivi-Evaluation du Programme AG/GRN avec Fiches
d'Information sur les Indicateurs du Programme

Consultant: Malcolm Marks

MONITORING, EVALUATION, REPORTING, AND ANALYSIS SYSTEM

AG/GRN Program Success Stories: Technical Assistance Pays Dividends"

The case of Environmental Monitoring & Information Management in Senegal

Consultants: Malcolm Marks & Gray Tappan

MONITORING, EVALUATION, REPORTING, AND ANALYSIS SYSTEM

Analysis of Household surveys in the Kolda Region

Malcolm Marks

SYNTHÈSE DE LA DOCUMENTATION SUR LES FILIÈRES FORESTIÈRES, FAUNIQUES ET AGRICOLES PERTINENTES POUR LE PROGRAMME

WULA NAFAA

Wula Nafaa team

ANALYSE FINANCIERE DES FILIERES DES PRODUITS NATURELS ET AGRICOLAS DANS LE SENEGAL ORIENTAL

Consultants: Astou Sene and Cheikh Mbacke Ndione

WULA NAFAA COMMUNITY BENEFITS COMPONENT STRATEGY

Brook Johnson

WULA NAFAA RIGHTS AND RESPONSIBILITIES COMPONENT STRATEGY

Cheikh Tidiane Toure and Papa Sarr

SUBSECTOR VERIFICATION

Consultant: Brook Johnson

VÉRIFICATION DES ZONES D'INTERVENTION A KOLDA

IRG

LA GRILLE D'ANALYSE DE PRODUITS FORESTIERS ET AGRICOLES DANS LA

REGION DE TAMBACOUNDA
IRG

RAPPORT SUR LES ENQUETES SOCIO ECONOMIQUES DANS LA REGION DE
KOLDA

Consultant: Amadou Hadji

GUIDE OU MODULE DE FORMATION : Theme Gestion Decentralisee des
Ressources Naturelles en General et des Ressources Forestieres en Particulier
IRG

PROCESSUS DE COGESTION DES FORETS CLASSEES
IRG

FORMATION DES ELUS LOCAUX ET DES RESPONSABLES DES
ORGANISATIONS COMMUNAUTAIRES DE BASE (O.C.B.) DE CERTAINES
COMMUNAUTES RURALES SITUEES DANS LA REGION DE TAMBACOUNDA
IRG

RAPPORT DE CONSULTATION APPUI A LA GESTION DES FACILITATEURS
DU PROGRAMME AG/GRN «WULA NAFAA»

Consultant: Sanogo Kadiatou Diallo

**RAPPORT DE LA SESSION DE RECYCLAGE\ DES ANCIENS FACILITATEURS ET
COORDONNATEURS DU PROGRAMME WULA NAFAA**

Consultant: Makono Diarra

RAPPORT DE LA PREMIERE SESSION DE FORMATION DES NOUVEAUX
FACILITATEURS DU PROGRAMME

Consultant: Makono Diarra

RAPPORT DE MISSION SUR LE DEMARRAGE D'UN INVENTAIRE
PARTICIPATIF DANS LES ZONES D'INTERVENTION DE L'AG/GRN

Consultant: Cecilia Polansky

REPORT ON PROPOSED INTERVENTION ZONES

Consultants: Susan Gannon and Bineta Coly Guèye

Various Local Conventions

Guide d'Elaboration et de mise en œuvre des Conventions Locales dans les
Communautés Rurales

Wula Nafaa

Guide d'Elaboration et de Mise en Oeuvre du Plan d'Aménagement Participatif d'une
Forêt Classée

Wula Nafaa

STRATEGIE RETOMBEES ECONOMIQUE

Brook Johnson and Bineta Coly Gueye

PLAN d'AMENAGEMENT DE LA FORET COMMUNAUTAIRE DE KOULOR IRG

DRAFT RAPPORT DE LA MISSION DE SUIVI DES REALISATION DE 2005 :
REGIONS FATICK, KAOLAOCK, TAMBACOUA, KOLDA, ZIGUINCHOR
Cellule d'Etudes de planification et Suivi, Ministry of Environment and Forests

ETUDE SUR LA SURVEILLANCE, LE SUIVI, ET LE CONTROLE DE L'EXPLOITATION FORESTIERE AU SENEGAL

Alpha Seybatou Djigo

AXES D'ORIENTATION POUR L'ELABORATION DES TEXTES SUR LA FISCALITE FORESTIERE

Alpha Seybatou Djigo

Recentralizing while Decentralizing: How National Governments Reappropriate
Forest Resources

JESSE C. RIBOT, World Resources Institute, ARUN AGRAWAL
University of Michigan and ANNE M. LARSON

Analyse de la filière Charbon de Bois au Sénégal : Recommendations
Jesse C. Ribot, World Resources Institute

World Development. November 2006. Special Issue: Rescaling Governance and the
Impacts of Political and Environmental Decentralization.

PRINCIPES ET MODALITES CONSENSUELS D'UNE MEILLEURE GESTION DE
L'EXPLOITATION FORESTIERE à partir des recommandations issues des études sur
la fiscalité forestière et l'implication des Collectivités Locales dans la gestion des RN

Coumba ND. DIOUF and Alpha Seybatou DJIGO

Enabling Democratic Decentralization of Forest Resources in Senegal: Long-term
Strategy and Constituency Building

Jesse Ribot, World Resources Institute

III. List of Persons Contacted

Washington

Mike McGahuey, Environment/Natural Resources Officer, Global Bureau USAID

Tim Resch, Environment/Natural Resources officer, Africa Bureau, USAID

Asik Sheik, CEO, IRG

Sarah Durso, Wula Nafaa Project Coordinator, IRG

Bob Winterbottom, Forestry specialist and former WN Chief of Party, IRG
Jim Alrutz, Regional Director for Africa, CLUSA
Oliver Pierson, International Division, US Forest Service

Dakar

USAID/Senegal

Peter Trenchard, Team leader,
Aminata Badiana, CTO, Wula Nafaa project
Olivier Carduner, Mission director
Mamadou TALL, Directeur de Cabinet du Ministre de l'Environnement et de la Protection de la Nature

Wula Nafaa team

John Heermans, Chief of Party
Abdou Sene, Deputy Chief of Party
Brook Johnson, lead and Binta Coly Gueye, Community Benefits component
Cheik Tidane Toure and Papa Sarr, Rights and Responsibilities component.
Ndeye Fatou Diop, Head of WN Accounting, Tambacounda
Sadio Fall Coulibaly, M&E and GIS, Tambacounda
Djiby Ka, Training Director
Abdourahmane Djiré, Coordinator for Facilitators
Saloum Cissokho, Assistant facilitateur Tamba

Government of Senegal

Director General, Forest Service
Baidy Ba, Project Coordinator
Amadou Moctar Niang, Director General, Centre de Suivi Ecologique
Mamadou Ba, Assistant Coordinator for Facilitators

Others

Susan Gannon, Independent Consultant
Regina Brown, Chief of Party, SAGIC project
Jim Dean, Country Director, AFRICARE
Mbaye Sarr, Microfinance Expert, Dakar,
Mme. Diouf Mariama Mbodj, Maria Distribution SRL (ex GIE),
Sékou Oumar Diallo, Papa Amath Diop SETEXPHARM SARL,
Fatou Diaw, President Juice Processor, Adama Diaw, Accountant
Mme. Bintu Boyan, Juice Processor

Field Trips

Ziguinchor

- IREF : Cheikou Mané
- ACTION SUD: Ousseynou Sané
- PCR de Diégoune : Moustapha Diédhiou
- PCR de Mangagoulack : Bassirou Sambou
- ENTERPRISE WORKS : Jean Marie Manga, Aliou Diémé et Moïse Basséne

Tambacoumba

- Alagué : producteurs de réseaux
- Diabougou : les femmes de l'unité de transformation de bouye
- Sinthiou Maléme : les conseillers ruraux et les CIVD de Pada dans le cadre des conventions de GRN
- Dawady : réseaux de producteurs de laalo
- Gadafaro : femmes de l'unité de transformatrice de produits forestiers
- Sous-préfet de Koussanar
- Conseil Régional de Tamba
- IREF de Tamba
- ZPC de Missirah : groupements de producteurs de charbon
- Koulor : groupements de producteurs de charbon et organes de gestion du bloc de TataGabriel Ba, chief, PROGIDE office Tambacoumba
- Koulor, Charcoal Producers, Vice-Pres Seyni Thiame, President and Conseilleur CIVD also present
- Pres. Kadiatou Ndao, Kambern (Gada Faro) Group, Koussanar
- Wourohama Village Karaya group (collection point)
- Pres. CIVD Dauadi Village, CR Usana
- Ami Diop Facilitatrice for the Reseau of Baobab and the Processing Unit
- Amer Bachili, Facilitateur in the zone
- Falu Diop, head of Reseau, Bala Village
- Mme. Ndeye Sakho Presidente, Diabougou Village near Kouchari

Kolda

- PROGEDE : Ndiour
- Chef secteur de Kolda : Souleymane Koïta
- PAEFK : Cheikh Daouda
- Tanaff : GIE de miel de Kitim
- Sédhiou : chef secteur Lansaly Seydou
- Diendé : groupement de producteurs d'huile de palme de madina findifé
- Sakar : PCR, comité de gestion de la convention locale, les conseillers
- Saré Bidji : CADL djoulacolon, le PCR, représentant comité de gestion, conseillers, Ancar
- Amina Niang, Facilitatrice
- Mandina Findifé
- Lamine Diémé, Coordinator of the Facilitators for Kolda
- Madintou Samate, President, Sandjiba Séydi, Secretary
- Papa Baidy Amadou SY, Director Projet d'Appui a l'Entreprenariat de Kolda (PAEFK)
- Moussa Baldé, President of CR Saré Bidji
- Amadou Tidiane Drame (facilitator)

Kédougou

- Dindéfelo : groupement de producteurs de fonio de Badiary, comité de surveillant de Badiary

- Dindéfelo : GIE syndicat, groupement de producteurs de fonio
- Bandafassi : groupement de producteurs de fonio de Boulele, groupement de producteurs de fonio de Damoukoye, Saliou Kanté président CAC Bandé ,
- Kédougou : Aissatou Ndiaye président GIE Koba Club,
- Dibicor Dione, Chief of Sector, Forest Service,
- Adjuma Coulibaly head of producer groups from another village

IV. Progress towards meeting project targets: Detailed chart
Output Targets and Indicators Revised May 2006

Community Benefits Output Targets and Indicators

Contract Result Indicators	Year 2003- 2004	Actual 2003 - 2004	Year 2004- 2005	Actual 2004 - 2005	Year 2005- 2006	Actual 2005 - 2006	Year 2006- 2007	Year 2007- 2008	Total ¹
1. Number of new or existing NR-based enterprises that show increased, measurable revenues in areas targeted by the AG/NRM program (50% of group enterprises assisted)	0		300		400	681	500	400	1600
2. Number of new or existing non-traditional agriculture based enterprises that show increased, measurable revenues in areas targeted by the AG/NRM program (50% of group enterprises assisted)	0	750	300	650	400	1000	500	400	1600
3. Number of new or existing NR or NTA based enterprises in areas targeted by the AG/NRM program that show increased, measurable revenues AND have applied training to develop business plans and marketing strategies, adopted improved production, harvesting or value-added processing techniques, or negotiated joint ventures with external partners.	0	3	5	42	45	50	50	50	150
4. Number of enterprise groups benefiting from initial training by the facilitators.	0	395	400	705	400	600	400	200	1400
5. Cumulative number of enterprise groups assisted by the program	0	1005	800	1095	1800	1300	2800	3400	3400
6. Number of market surveys and studies to identify potentially marketable AG/NRM products.	2	5	6	6			4	4	20

¹. Depending on the specific nature of the contract result / output target, the total column may be an additive sum of the targets achieved in each year of the program (e.g. number of enterprises showing increased revenues, number of grading schemes developed, number of communities receiving training in NR monitoring), or the cumulative total achieved during the life of the program (e.g. number of facilitator mobilized, number of CBOs engaged in co-management, number of hectares covered by plans).

7. No. of grading schemes and value-added processes developed to increase producer revenue/income per unit production.	0	4		4		4	4	4	16
8. Level of revenues earned by assisted group enterprises	0	0		260%	100%	37%	175%	250%	250%
9. Volumes marketed by assisted group enterprises	10%				20%	49.2%	30%	50%	50%

NRM Rights and Responsibilities Output Targets and Indicators

Contract Result Indicators	Year 2003- 2004	Actual 2003 - 2004	Year 2004- 2005	Actual 2004 - 2005	Year 2005- 2006	Actual 2005 - 2006	Year 2006- 2007	Year 2007- 2008	Total ²
1. Increased number of communities/CBOs that have undertaken community-led activities to increase productivity of NR sustainably	150	0	450	1300	900	100	1500	2000	2000
2. Number of communities/CBOs that have engaged in formal co-management relationships (joint ventures, etc.) with actors and institutions external to the community to increase productivity of NR sustainably	0	0	0	7	7	8	7	0	14
3. Number of hectares that are covered by legally recognized community managed sustainable NRM plans (Conventions Locales)	0	0	0	2,000,000	1,791,839	500,000	1,277,967	0	3,069,806
4. Number of hectares that are covered by legally recognized Forest Management Plans	0	0	0	0	0	40,000	80,859	18,392	99,251
5. Number of communities receiving training in NR monitoring, enforcement of local codes and conflict management	8	10	22	8	25	42	25	10	90
6. Number of communities/CBOs that have developed CBNRM plans, protocols, agreements and local codes governing access, use and protection of NR	0	0	0	14	7	9	17	0	24
7. Resource assessment and Mapping/GIS capabilities strengthened at the regional level	0		1		2	2	2	1	6

² Depending on the specific nature of the contract result / output target, the total column may be an additive sum of the targets achieved in each year of the program (e.g. number of enterprises showing increased revenues, number of grading schemes developed, number of communities receiving training in NR monitoring), or the cumulative total achieved during the life of the program (e.g. number of facilitator mobilized, number of CBOs engaged in co-management, number of hectares covered by plans).

Policy Output Targets and Indicators

Contract Result Indicators	Year 2003- 2004	Actual 2003 2004	Year 2004- 2005	Actual 2004- 2005	Year 2005- 2006	Actual 2005 - 2006	Year 2006- 2007	Year 2007- 2008	Total ³
1. Reduced legal, regulatory or administrative barriers to local, sustainable management of NR	2	4	10	14	10	19	6	6	34
2. Number of verifiable, sustained processes of consultation between and among Senegalese communities and sub-national / national governmental offices and the private sector	3		26		26		13	12	80
At the community level	1	25	20	23	20	25	6	6	53
At the national / subnational levels	2	5	6	7	6	13	7	6	27
3. Number of assessments, supporting field studies, policy analyses contributing to progress in addressing the policy reform agenda prepared and disseminated	2	15	8	10	12	10	7	4	33
4. Number of tools & information systems developed in support of the policy component	0	5	2	5	2	1	2	2	8

³ Depending on the specific nature of the contract result / output target, the total column may be an additive sum of the targets achieved in each year of the program (e.g. number of enterprises showing increased revenues, number of grading schemes developed, number of communities receiving training in NR monitoring), or the cumulative total achieved during the life of the program (e.g. number of facilitator mobilized, number of CBOs engaged in co-management, number of hectares covered by plans).

V: Additional Recommendations for Future Programming: Wealth Component

Enterprise support: As facilitators workload in initial communities declines as groups and *réseaux* mature and become capable of managing their own activities better, WULA NAFAA should consider 1) encouraging them to support similar group formation in adjacent communities with similar product and natural resource bases and 2) encouraging existing groups to diversify into other products (including products other than the core group of products normally supported by WULA NAFAA) or to form new groups around minor products of significant economic importance in selected communities.

WULA NAFAA, either on its own or in conjunction with SAGIC, should support international market studies of karaya gum and of cashews to determine long-term perspectives on prices as well as best alternative markets.

Credit: The small grants facility should still be used for financing 1) experimental activities (such pre-finance of transport costs for new products on a reimbursable basis if the sale is successful), 2) capital investments necessary to make otherwise profitable which would require (unavailable) long-term finance (premises necessary for product quality, small processing machines, etc.), and 3) start-up capital for high-risk innovative activities for transforming or marketing forest products or NTA products.

Credit needs to be made available at this stage to producer groups and *réseaux*; an external consultant may be required to help establish a way to use the DCA to provide guarantees to microfinance institutions which are the likely source for the majority of this credit.

A separate credit guarantee scheme using the DCA to guarantee bank loans is also needed for the larger and more established processing and exporting firms. These firms need adequate working capital so that they are able to pay producers cash for their products. Setexpharm is a case in point, since delays in payment its ability to buy product at agreed upon prices from cash-strapped producers, who are forced sell karaya gum to bana-bana rather than wait several months to be paid for their product.

As credit becomes an important part of Wula Nafaa's operations during the final year (and during any second phase, should a decision be made to fund a second phase), a staff member experienced in credit will be required.

Wula Nafaa may wish to consider continuing to make grants to groups and small enterprises to cover investments which by their nature have to be financed by medium- or long-term loans. Any credit system likely to emerge from the work Wula Nafaa currently has in process, probably will not allow for large investment costs which enterprises have to incur to produce quality products or to expand production of crops like fonio.

A tree tenure study should be undertaken by Wula Nafaa to clarify ownership of trees of various species and to suggest rational systems of concession for various forest products to encourage resource conservation, regeneration and bio-diversity.

Staff Economist: Wula Nafaa needs a staff economist to carry out and to supervise studies of new and existing value-chains and to coordinate similar work by SAGIC. He or she should be available to consult with other staff and facilitators on providing at least minimal support to groups with financial interests in minor products or in investigating out-of-the-ordinary marketing channels for products currently being assisted. Study of world market trends for major assisted products should also be part of his SOW. Any continuation or second phase of the project should contemplate a staff economist position.

If USAID thinks it useful, it might want to do an ex-ante estimate of economic costs of and benefits from a Phase II Wula Nafaa project.

The staff economist position is in addition to and not as a replacement for the coordinator of the economic component of the project who would continue to be responsible for day-to-day operations of the component and its business operations.

Local Government and Tax Recommendations: Establish control systems and train local RCs to manage these funds, assure transparency of accounting, control by the general assembly and by external audits.

Provide local collection permits which are clearly delineated geographically for specific products to local producers or local economic groups, *procurements de producteurs de Lazlo* (GPL) or *procurements de producteurs feminins* (GPF), so that each permit holder is responsible for a given area and pays according to the amount collected.

Establish mandatory loading points for high value products (such as karaya gum) and collect local fees prior to loading.

Determine tax rates and customs duties on forest products in other CEDEAO countries and establish the same rates so as not to unduly penalize the competitiveness of Senegalese producers. Change tax rates to match rates in other countries (for example the forest tax rate for palm oil is FCFA 50 whereas the import duty from palm oil from Guinea is only FCFA 25).

Contract consultants for a zero-based study of taxes of forest-based products to determine the appropriate rates, if any, which should be charged, and how proceeds should be distributed among the various levels of Government in accordance with their degree of responsibility for environmental management and conservation, and how various levels of government (including RCs) should be represented on commissions in charge of determining future changes to taxes affecting forest products.

Reduce tax rates for some over-taxed products (karaya gum went from FCFA 50 to 100 per kg) and charge on actual weight transported in order to reduce fraud and to maximize collected tax revenue (as was successfully done with baobab fruit and jujube where collections and direct sales by women to Dakar rose after the rate was reduced from FCFA 25 to 15 per kg).

Replace the return from Central Government of tax and fine revenue due local Rural Councils after several months delay with a system involving immediate deduction and retention of amounts due to local government and the forwarding of only the remainder to central government.

Decentralize revenue and tax authority in a way which corresponds to the increased responsibilities of local government and provides revenue directly to meet these obligations (the task force has proposed 80% to the Rural Council and 20% to the State in community forests covered by an approved forest management plan and 40% for local conventions in managed classified forests).

Grant statutory authority to the Village Development and Inter-Village Development Committees; give local guards (*surveillants*) the authority to act in the same way as Forest Service staff within their jurisdictions.

Put the Treasury Accounts of Rural Councils on a password-accessible website to allow local RCs to know what funds are available and to track overdue payments; require the RC president to provide information on the Account as the first order of business in any meeting of the RC and annual and other general meetings of the community.

Pay guards as soon as funds are available for this purpose; and provide guards with a monthly transportation allowance for the use of their own bicycles on forest surveillance.

Make all cutting permits dependent on the prior existence of a valid cutting authorization negotiated with and provided by the CR after open deliberation to outside contractors or to locally-based economic groups.

Implement changes in the forest and tax codes recommended by the joint DEFCCS-Wula Nafaa Task Force which currently is reviewing the codes.

Reduce the number of road control posts, provide remaining posts with adequate communications and take steps to prevent fraud in remaining posts.

Reduce forest product tax rates on zones where approved forest management is in force.